

Meeting of the South Bank Academies Remuneration Committee

3.00 - 3.50 pm on Tuesday, 11 July 2017
in South Bank Engineering UTC, 56 Brixton Hill SW2 1QS

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Welcome and Apologies		DDSP
2.	Declarations of Interest		DDSP
	Items to discuss		
3.	Terms of Reference	3 - 6	MB
4.	Remuneration Packages and Objectives	7 - 8	RB
	Key Management Personnel		
	<ul style="list-style-type: none">• CEO• Business Manager/ CFO• Principal of UAE• Principal of UTC		
	Items to approve		
5.	Company Pay Policy	9 - 14	RB
	Items to note		
6.	Any other business		DDSP

Date of next meeting
4.00 pm on Thursday, 7 December 2017

Members: Douglas Denham St Pinnock (Chair) and David Phoenix

Apologies: Richard Parrish

In attendance: Rao Bhamidimarri, Michael Broadway, Cheryl King-McDowall and Pervena Singh (Clerk)

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	CONFIDENTIAL
Paper title:	Terms of Reference - Remuneration Committee
Board/Committee	South Bank Academies Remuneration Committee meeting
Date of meeting:	11 July 2017
Author:	Pervena Singh, Governance Assistant
Executive/Operations sponsor:	Michael Broadway, Company Secretary
Purpose:	Discussion/ recommendation
Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver?	N/A
Recommendation:	The Committee are requested to recommend the proposed changes to the TOR for South Bank Academies Board to approve.

Executive Summary

The Remuneration Committee are asked to review the attached terms of reference and to recommend the proposed track changes made to the terms of reference, for approval by the South Bank Academies Board of Directors.

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Remuneration Committee

Terms of Reference

1. Constitution

1.1 The Board of Directors has established a committee of the Board known as the Remuneration Committee.

2. Membership

2.1 Membership shall consist of three directors.

2.2 A quorum shall consist of at least 2 directors.

2.3 The committee may, if it considers it necessary or desirable, co-opt members with particular expertise.

3. Frequency of meetings

3.1 Meetings shall normally be held annually after the approval of the Company Accounts.

4. Secretary

4.1 The secretary to the Remuneration Committee will be the Company Secretary or other appropriate person nominated by the Company Secretary.

5. Duties

5.1 The duties of the committee shall be to:

5.1.1 To set the objectives and review the Principals' performance;

5.1.2 To set the pay of the Key Management Personnel; and

5.1.3 To approve the HR policy for the company.

6. Reporting Procedures

6.1 The minutes (or a report) of meetings of the Remuneration Committee will be circulated to all members of the Board.

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Paper title:	Remuneration Packages and Objectives
Board/Committee	South Bank Academies Remuneration Committee
Date of meeting:	11 July 2017
Author:	Rao Bhamidimarri, CEO
Purpose:	Discussion
Recommendation:	The Committee are asked to discuss the remuneration packages and objectives of South Bank Academies Key Management Personnel.

Executive Summary

The Committee are asked to review the remuneration packages and objectives for the South Bank Academies Key Management personnel, which include the Chief Executive Officer, Business Manager/ Chief Financial Officer and the Principals from the University Academy of Engineering and South Bank Engineering UTC.

Remuneration Packages Key Management Personnel

1. CEO

Currently seconded from LSBU

2. Business Manager/Chief Financial Officer

The Business Manager takes the lead in ensuring that the Trust puts into place effective policies, within frameworks established by the Trust Board, in relation to finance, human resources; health and safety; estates; public relations and marketing; legal support; catering and other professional services. The Business Manager has oversight of the Trust's new projects and programmes with the CEO and helps the Trust foster strong, well-managed relations with external stakeholders across the region. The Business Manager is responsible for preparing budgets, annual reports, ESFA and compliance procedures & reports, financial controls and management accounts for the Trust and its schools.

Current post holder (until the end of July 2017): £62,000

New appointment (from August 2017): £58,000

3. Principals

Principals provide leadership and direction to staff and students in their schools. They provide professional leadership and operational management of the academies and achieve high standards in all areas of the academy's work. They are responsible for translating the Trust's vision for the academies into reality and inspire excellence and high levels of achievement, giving the students a competitive edge in their futures. The principals ensure that the key aims and objectives are achieved whilst adhering to regulations, policies, guidelines and promoting good practice.

Principal of the UTC: £98,000

Principal of the Academy: £85,000

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	CONFIDENTIAL
Paper title:	Company Pay Policy
Board/Committee:	South Bank Academies Remuneration Committee
Date of meeting:	11 July 2017
Author:	Business Manager
Sponsor:	CEO
Purpose:	To approve
Recommendation:	The Committee are asked to review and approve the Company pay policy.

Executive Summary

The Remuneration Committee are asked to review and approve the South Bank Academies Company Pay Policy.

SOUTH BANK ACADEMIES

Pay Policy

1. Introduction

The South Bank Academies (Trust) pay scales for teaching and support staff are made to ensure that the Trust supports a high performance and high reward culture and that all staff are fairly remunerated.

2. Purpose

The policy provides a structure for determining salaries on appointment and during the annual review for teachers and operational staff. It outlines the principles that will apply to all salary decisions and gives information on the operation of the mandatory and discretionary elements of employees' pay. It also provides a mechanism for employees to appeal pay decisions.

In addition to the specific considerations outlined in the policy, the Remunerations Committee will take into account how the application of pay decisions will meet the Trust's needs. In particular the Remuneration committee will consider whether:

- a) Staff recruitment, turnover, productivity, vacancies, absence, etc., indicate that the Pay Policy is effective
- b) Pay and staffing arrangements ensure the right balance of staff to deliver the curriculum, school performance indicators and other Trust objectives
- c) The Trust has challenges in recruiting and retaining staff generally or to specific posts
- d) Monies are available in the Trust's budget to pay current salaries, potential pay advancements and other capital and operating expenditure required to deliver high quality learning for the students..

This policy should be read in conjunction with the Trust's Performance Management Policy.

3. Equal Opportunities

The Remunerations Committee recognises its responsibilities under the Employment Relations Act 1999, the Equality Act 2010, the Part-time Workers (Prevention of Less Favourable treatment) Regulations 2000 (Amendment) Regulations 2002 and the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations 2002. This policy should be ready in order to comply with the Trust's Equal Opportunities policy.

4. Responsibilities of the Remuneration Committee

The Remunerations Committee is responsible for maintaining fair, consistent and objective procedures for matters relating to pay.

The Remunerations Committee shall be responsible for the establishment and review of the Pay Policy.

5. Timing

Matters relating to pay should normally be conducted within the timescales laid down in this policy. However, if there is a valid reason to do so, timescales can be varied. If this is initiated by management, the employee should be given an explanation and informed when a response or meeting may be expected.

6. Staffing Procedure

This policy shall be applied in accordance with the Trust's staffing structure, which identifies the number of teaching posts and the allocation of incentives and allowances, as determined by the governors from time to time. The staffing structure also identifies the framework for Support Staff posts and the grading of these posts. A copy of the current staffing structure is attached to this policy as Appendix 1 and will be reviewed each year to reflect the Trust's staffing requirements.

7. Salary reviews

The Chief Executive shall review the salaries of all staff working in the Trust as at 1st September of each year based on their performance review and will make recommendations to the Remunerations Committee on salary and other payments.

Each member of staff will be given a formal written statement by 31 October of each year setting out their salary from 1 September together with details of how it was calculated.

Any member of staff appointed during the academic year and after the annual review shall, upon appointment, receive a formal statement of salary together with details of how it was calculated.

The salary assessments for teaching for Support Staff shall be carried out in accordance with the criteria set out in this policy.

Reviews may take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis of calculating an individual's pay. A written statement will be given after any review and where applicable will be give information about the basis on which it was made.

8. Appointing Staff

When appointing staff within the Trust's schools, the Principal of the school must complete an Authority to Recruit (A2R) form. This will detail the need for the role, requested salary range in accordance with the salary structure.

9. Use of discretions in basic pay determination

Pay Range for members of the Leadership group

When it is proposed to make a new appointment or if there has been a significant change in the responsibilities of the leadership team the Remunerations Committee will determine the salary for the following leadership posts:

- Chief Executive

- Principals of schools
- Trust Business Manager

The salary range for each post will be determined taking into account market comparison of market salaries and any retention issues relating to that post.

Teaching and Support Staff

The CEO and the Principals determine the teaching and support staff pay taking into account the market comparison, special subject needs etc. and will recommend to the Remuneration Committee for ratification.

The pay scales will be determined by the Remunerations Committee.

10. Pay Progression

Pay Progression is linked to performance, with performance targets being set and their performance being assessed by the Principal against the targets and recommendations made, to the CEO for approval. The CEO will report to the Remuneration Committee on the pay progression data annually.

11. Discretionary Allowances and Payments

Higher Level Responsibility Allowance

An allowance for undertaking higher level responsibilities may be awarded to staff.

The Principal will make a case for such an allowance to the CEO, who may approve such an allowance taking into account the staffing capacity and the justification presented by the Principal.

Higher Level Responsibility Allowance will reflect the responsibilities of a particular post and is normally awarded for the duration of the post to which they are attached. These allowances are normally for a short period of time on a temporary basis (example during a colleague's absence due to sickness, maternity leave etc.) while the staffing needs are fully assessed and recruitment undertaken according the staffing requirements.

12. Other Payments

Out of Hours Learning Activities

The Trust recognises that there may be a requirement for of out hours work (example week-ends, term breaks and summer holidays).

Most activities are regarded as integral to the work of the Trust and funding arrangements do not provide the opportunity for additional remuneration of teachers. These include occasional additional work such as sports or cultural events over week-ends or term breaks.

Where there is a significant regular or extended commitment by eligible teachers the Trust may make an additional payment. In such cases the requirements and remuneration will be put to the individual teacher prior for their agreement to undertake the work.

Performance Bonus

The Trust at its discretion may award one off non pensionable performance bonuses to staff to recognise exceptional performance and achievement. The Remuneration Committee shall consider recommendations from the Chief Executive and recommend to the Trust for approval of their decisions.

Salary Sacrifice

The Trust intends to offer employees the opportunity to participate in salary sacrifice arrangements, limited to budgetary constraints, in respect of;

- A childcare voucher or other childcare scheme
- A cycle or cyclist's safety equipment scheme

Any employee opting to participate in the scheme shall have their gross salary reduced accordingly for the duration of their participation.

13. Appeals

An employee may appeal against any determination in relation to their pay or any other decision taken that affects their pay.

The following list which is not exhaustive includes the usual reasons for appealing against a pay determination.

That person by whom the decision was made:

- a) Incorrectly applied any provision of this policy
- b) Failed to have proper regard for statutory guidance
- c) Failed to take proper account of relevant evidence
- d) Took account of irrelevant or inaccurate evidence
- e) Was biased; or
- f) Otherwise unlawfully discriminated against the employee.

If the employee is not satisfied with any pay decision, they should seek to resolve this by discussing the matter informally with their line manager with ten working days to the decision.

Where this is not possible or where the employee continues to be dissatisfied, they may follow a formal appeal process.

The employee should set out in writing the grounds for questioning the pay decisions and send it to the Principal, within ten working days of the notification of the decisions being appealed against or of the outcome of the discussion with their line manager as referred to above.

The appeal will be heard by the governors pay appeal panel normally within 20 working days of the receipt of the written appeal notification. The employee will be given the opportunity to make the representations to the panel.

The decision of the appeal panel will be given in writing within five working days to the employee. Where the appeal is not upheld this will include a note of the

evidence considered and the reasons for the decision. The decision of the panel is final and there is not further right of appeal.

14. Policy Review

This policy shall be subject to annual review.